



NATIONAL CENTERS OF
EXCELLENCE
IN WOMEN'S HEALTH

**Women Faculty
Leadership Initiatives**

December 2000

OFFICE ON WOMEN'S HEALTH
U.S. DEPARTMENT OF HEALTH
AND HUMAN SERVICES

The National Centers of Excellence in Women's Health (CoE's) were established by the Office on Women's Health, within the Department of Health and Human Services in 1996. Their mandate is to establish and evaluate a new model health care system that unites women's health research, medical training, clinical care, public health education, community outreach, and the promotion of women in academic medicine around a common mission-to improve the health status of diverse women across the life span.

Today's young women believe that women are equal to men in the workplace. However, the glass ceiling has not been removed nor do women receive a salary equal to men. For these reasons, it is important that academic institutions, which have been historically male dominated, continue to promote their female faculty. This pamphlet highlights initiatives that the CoEs have developed to further advance leadership within their women faculty.

◆ Boston University Medical Center

Contact: Boston University Center of Excellence, 617-638-8035

Internet: <http://www.bmc.org/coewh/>

A junior faculty roundtable was planned for members who had applied for research funding from BU and the CoE. The purpose of this meeting was to teach how to translate clinical questions into proposals that are appropriate for funding and how to develop a grant. BU sponsored another junior faculty research roundtable for those members of the junior faculty who applied, but did not receive, in-house funding. The purpose of the roundtable was to provide mentorship and guidance.

Elaine Ullian continues to serve as the president of the Boston University School of Medicine, where she acts as an advocate and role model for the CoE women working throughout the university.

The BU CoE developed a one-to-one mentoring program that is offered to junior faculty women. In this program, the junior faculty meets with a mentor of either gender for one hour to discuss her career. More in-depth mentoring may also be provided.

Since 1998, BU CoE holds annual Women in Medical Sciences Breakfast. The breakfast combines both lectures from prominent speakers and small discussions on a variety of issues concerning research, careers, guidance, medical education, administrative skills, and leveraging technology, etc. The breakfast is sponsored by Boston University School of Medicine and Boston University CoE.

- ◆ University of California at Los Angeles
Contact: UCLA Center of Excellence, 1-800-825-2631
Internet: <http://womenshealth.med.ucla.edu/>

The UCLA CoE continues the UCLA 1988 plan for recruitment and mentoring of women. All recruitment for state funded positions must include an open search. In addition, all academic senate committees must have at least one female member.

An *Office for the Academic Advancement of Women Faculty* is integrated with the CoE website. The *Office for the Academic Advancement of Women Faculty* website serves as a useful tool for anyone using the site to find pertinent information on research funding opportunities, information on gender and power abuse policies and procedures. Databases on mentoring and women's

health research are currently being constructed.

In 1999, a chapter of the American Medical Women's Association was founded by Dr. Carolyn Crandall, CoE component leader for information technology, and twenty other members of the UCLA faculty. This new chapter cites professional networking and mentoring medical students and residents as goals.

With the guidance of Joy Frank, Ph.D., leadership component leader for the UCLA CoE, the UCLA STAR program graduated five women in 1998 and one woman in 1999. The purpose of this program is to prepare physicians for academic research careers through a combination of Ph.D and medical specialty training. All of the female graduates from 1998 and 1999 have been recruited to UCLA and have or will become assistant professors by 2000.

- ◆ University of California, San Francisco
Contact: University of California, San Francisco Center of Excellence, 415-885-7273
Internet: <http://itsa.ucsf.edu/~ucsfcoe/main.html>

Diane Wara, M.D., UCSF CoE Leadership Director, and associate Dean for Women and Minority Affairs coordinates a number of activities to promote the successful recruitment, retention and promotion of female faculty at UCSF. Her efforts are coordinated with those of other University committees or units pursuing similar goals.

Dr. Diane Wara currently chairs the AAMC Committee: Increasing Women's Leadership Project Implementation Committee. As an initial project, Dr. Wara, along with Janet Bickel, formatted a benchmark survey to determine the numbers and status of women faculty at all medical schools throughout the

United States. UCSF data has been collected for the past three years and used to measure UCSF success in promoting women. This data is presented to the Department Chairs on an annual basis.

The Committee on Equal Opportunity of the San Francisco Division of the Academic Senate Career Planning developed Advancement and Promotion at UCSF: A faculty Handbook for Success to describe the process of faculty appointment, advancement, and promotion at UCSF. The handbook is intended to highlight the aspects of academic appointment and promotion procedures that should be understood. The UCSF CoE distributes this handbook to all female faculty who contact the center with questions regarding career paths at UCSF.

UCSF 's Chancellor's Advisory Committee on the Status of Women (CACSW). CACSW was created to examine issues regarding the status of women faculty, staff and students and to examine existing policies that impact women. CACSW serves the UCSF community by coordinating groups or individuals concerned with the status of women at UCSF. CACSW is charged with recommending to the Chancellor changes that will continue to afford women equal and fair access to campus programs and activities. CACSW seeks to better understand the needs of women and implement programs that serve to empower women on campus. CACSW has established several subcommittees in an effort to address specific areas of concern to women faculty staff and students, including faculty leadership, staff leadership, staff equity and diversity, family support for students, and upward mobility for women of color.

— Women Faculty Leadership: The goals of this subcommittee are to increase the number of women in leadership positions, to establish standardized salary and promotion equity to

students at the system-wide level, and to continue to hold symposia to train senior and junior faculty women in the skills necessary for academic advancement and leadership.

- Staff Equity and Diversity: The goals of this subcommittee are to conduct equity reviews of staff and to examine staff classifications.
- Family Support for Students, Post-doctoral Scholars, and Fellows: This subcommittee is working to develop a resource guide for students and to obtain equitable parental leaves and benefits for students as there are many categories of students on campus which lack parental leave policies and health care benefits.
- Upward Mobility for Women of Color: This subcommittee is charged with completing a report on the status of mobility and leadership opportunities for women of color.
- Communication: This subcommittee is exploring methods for interactive campus-wide communication among and between women on campus. The UCSF CoE is working with this subcommittee on the development of a women's website that will complement and augment the website of the UCSF CoE. The UCSF CoE web development team had been active with this committee in an effort to identify unique roles for the CoE and CACSW as well as partnership opportunities.

The Chancellor's Award for the Advancement of Women recognizes one academic/faculty member, one staff member, and one student/resident or post doc for their contributions to the advancement of women at UCSF. The Chancellor's Award recognizes individuals whom through outstanding work and dedication:

- Elevate the status of women on campus
- Help improve policies affecting women
- Participate in or assist in the establishment of career and academic mentoring for women
- Contribute to the generation of dissemination of knowledge on women's health through research teaching and public presentations
- Promote and advance the admission, recruitment, retention and upward mobility of women on campus.

To guide female staff at UCSF with career planning, the Chancellor's Advisory Committee on the Status of Women (CACSW) developed a guide, *Getting from Here to There*, which provides a description of the basic mechanisms for designing and implementing a career at UCSF. The guide is intended primarily for women; however, CACSW recognizes that building a career represents a difficult task for everyone and hopes that the guide will be useful to men as well. Given the wide variety of positions available within the University of California, CACSW attempted to make the guide as useful as possible by providing an overview of those facets of the system common to all classifications, and highlighting ways in which they affect a career plan. The guide was made available to all staff at UCSF in hard copy and is also available on the UCSF web site and from the UCSF CoE website page on leadership.

◆ Harvard University

Contact: Harvard Medical School's Center of Excellence,
617-732-8798

Internet: <http://www.hmcnet.harvard.edu/coe/>

With the October 1998 award of a National Centers of Excellence in Women's Health Contract to Harvard Medical School and 3 Affiliated Hospitals (Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, and Massachusetts General Hospital), Subcommittees were organized, one of which was the Women in Academic Medicine Leadership Subcommittee. The role of the Academic Leadership Subcommittee has been both to identify and encourage collaboration among the existing activities, and to catalyze the initiation of new activities. More than 20 goals were identified at the outset and tracked over the ensuing two years. The following bulleted list describes those initiatives that the HMS CoE Academic Leadership Subcommittee has endorsed or created.

The Academic Leadership Subcommittee of Harvard Medical School's Center of Excellence in Women's Health has met every 6 weeks for two years to work toward the accomplishment of its targeted goals. Membership is broad and includes representatives of all the participating institutions and organizations of the HMS CoE. The salary equity audit reports were received by the Dean's Office and in the Offices of the Presidents of the appropriate institutions. The academic Department heads also received them.

Offices for Women's Careers: Coincident with and following the inception of the HMS CoE, three formal offices and one more informal office concerning women's careers were created among the affiliated hospitals. A Partners Office for Women's Careers at Brigham and Women's Hospital (BWH) and a Partners Office for Women's Careers at Massachusetts General Hospital (MGH) were created initially. Subsequently, an Office for Faculty Development was formed at the Beth Israel Deaconess Medical Center (BIDMC). All 3 Directors are members of the Academic Leadership Subcommittee and participate fully in implementing

its multiple goals. More recently, an informal Office for Women has been created at the Children's Hospital.

The HMS CoE Committee to Advance the Health of Minority Women is collaborating with the CoE Academic Leadership Subcommittee to work on minority women faculty focus groups at HMS and affiliated hospitals.

The HMS CoE prints and distributes a monthly newsletter to 4,000 HMS-affiliated health care providers reporting the activities of the CoE, including those of the Academic Leadership Subcommittee. The April 2000 newsletter included a piece entitled, "Number of Women Faculty at HMS Has Increased at All Ranks."

The Office for Faculty Development, which was created to facilitate professional advancement and enhance career satisfaction of Beth Israel Deaconess Medical Center, printed its Activities Report. A number of activities focused on women faculty leadership were printed.

The Office for Faculty Development and Diversity at Harvard Medical School presented the 1999 A. Clifford Barger Excellence in Mentoring Awards Ceremony. The Keynote presentation, "Mentoring: A Major Methodology for Biomedical Professionals," was given by J. Tyson Tildon, Ph.D., retired Professor of Pediatrics and Biological Chemistry at the University of Maryland School of Medicine. He is presently writing a book on mentoring and has spent a lifetime practicing the principles of mentoring. Following the ceremony, a group of women concerned with issues of mentoring and faculty development met Dr. Tildon for dinner and extended discussion.

A Faculty Fellowship Awards Program was established. The purpose of this fellowship is to enhance the career development

of the BIDMC's most promising Junior Faculty members in order to accelerate the career development of investigators already on target who would benefit from additional support to develop a mature research program. The program was created to specifically foster the development of those who wish to remain within Harvard University. Academic progress is closely monitored by OFD Mentors. By comparing their rate of progress in obtaining extramural funding, publication rate and time to promotion with that of other applicants, we will be able to assess the impact of funding at this intermediate level and the role of mentoring on academic advancement. Currently funded by Phyllis and Paul Fireman Foundation, four \$50,000 awards had been given first; the three additional awards were given in the spring of 2000.

Profile 2005 was launched. The aim of Profile 2005 is to achieve greater parity for women, underrepresented minorities (URMs) and Ph.D.s, especially at senior ranks, to match the average at US Medical Schools. As part of this challenge, we will work to keep demographics current.

News from Faculty Development and Diversity at Harvard Medical School is relayed to faculty in the newsletter, *Mentations*.

Dr. Joanne Ingwall, Director, the Office for Faculty Development, Beth Israel Deaconess Medical Center, presented her Activities Report at the April 7, 2000 meeting of the CoE Women in Academic Medicine Leadership Subcommittee.

The Fiftieth Anniversary Scholars in Medicine Fellowship Program was established in 1996 to lend support to academically promising junior faculty who are struggling with both academic and personal obligations that may endanger their academic progression. The majority of these awards have been granted to junior women faculty. The HMS CoE Academic Leadership

Subcommittee has endorsed this program, and each of the participating institutions has contributed additional fellowships. The number of Fellows receiving \$25,000 to buy protected time for academic activities or to buy increased research assistance has increased from the original 10 in the first year to 30 in the 5th year that began July 1, 2000. Dr. Malkah Notman and Ms. Margaret Dale are currently conducting interviews of recipients and faculty sponsors to evaluate the effect of these Fellowships on the academic careers of the recipients.

The MGH Office for Women's Careers, an affiliate of the Harvard University CoE, established two new awards to be given to junior women faculty in 2000. These awards are intended to facilitate the academic careers to women in science at MGH. These awards are in addition to the Claflin awards and the general MGH fellowship that have been given since 1998.

Dr. JoAnn Manson, HMS Professor of Medicine, Chief of the Division of Preventive Medicine at Brigham and Women's Hospital, and member of the CoE Research Subcommittee and Academic Leadership subcommittee, is the recipient of the Radcliffe College/Harvard University Alumnae Recognition Award. A 1975 graduate, Manson was honored for her work in women's health and preventive medicine.

The Partners Office for Women's Careers at Brigham and Women's Hospital (BWH), an affiliate of the Harvard University CoE, held a reception to honor the accomplishments of BWH women faculty in 1999. Recognized were those women who had new grant funding or significant publications, as well as those women who were new to BWH Staff in 1999. The Partners Offices for Women's Careers each publish a newsletter for their own institution.

The Association of Multicultural Members of Partners (AMMP) celebrated Women's History Month with a program honoring women throughout the Partners HealthCare System and recognizing women in leadership roles.

The Office for Women's Careers at Massachusetts General Hospital sponsored the Third Annual Reception for Women Faculty, in honor of their accomplishments in 1999. The Office also offered a presentation skills seminar to women physicians and Ph.D.'s to assist them with improving their effectiveness as speakers.

Professor Brian Mandell, Kennedy School of Government, presented and led a discussion on "Negotiating Styles: Women at the Table."

The Office for Women's Careers at Massachusetts General Hospital sponsored two workshops entitled, "Negotiating Your Career: Managing Conflict in the Work Place." One was a senior faculty session, and one a general session.

The Partners Office for Women's Careers at the Brigham and Women's Hospital published in its April newsletter an announcement of a "Presentation Skills Workshop."

On March 30, 2000, the Office for Women's Careers at Massachusetts General Hospital, and affiliate of the Harvard CoE, presented a lecture by Nancy Hopkins, Ph.D., Professor of Biology at Massachusetts Institute of Technology (MIT), "The MIT Report on Status of Women Faculty in Science" (In 1999, a Committee on Women Faculty in the School of Science at MIT, led by Dr. Hopkins, documented that many tenured women faculty in the School had been the object of a subtle, but real and costly form of gender bias. That landmark study has brought

dramatic changes to MIT. It is the hope that MIT's handling of gender discrimination could serve as a model for other institutions in the country).

Laura Avakian, vice president for human resources at MIT, gave a presentation in May 2000 on advancement issues for staff as part of "Women's Achievement Week" at Harvard Medical School, part of the Harvard University CoE.

Dr. Joseph B. Martin, Dean of Faculty of Medicine, HMS, announced the week of May 22-26, 2000 as "Women's Achievement Week: A Celebration of the Achievements of Women at HMS as We Enter the New Millennium." Lectures and the Women's Health Research Day Conference were all held during this week to celebrate women's achievements at HMS. The Dean also presented the "Dean's Award for the Support and Advancement of Women Faculty".

The booklet on Policies and Procedures for Faculty Appointments in the Faculty of Medicine was placed on the Internet in 1999, and an announcement of the new website was sent to 14,000 faculty and trainees. This increased visibility helps to meet the Harvard University CoE's Academic Leadership Subcommittee's goal of improving the faculty's access to essential information for progression on the academic ladder.

In 1999, Faculty approval was obtained for a new set of criteria to recognize faculty members who had given meritorious service to clinical teaching for 10 or more years but who had not published in the manner required of the other academic ladders. Promotion from Instructor to Assistant Professor can be recommended to the Dean by a new Subcommittee of the Committee on Promotions, Reappointments, and Appointments, an affiliate of the Harvard University CoE. This broadening of the criteria for promotion

helps to meet the Subcommittee's goal of recognizing the invaluable clinical contributions that many women faculty have made but which have hitherto not been recognized for promotion.

Dr. Mary Clark, Associate Dean for Faculty Affairs, CoE Academic Leadership Subcommittee member, has spent one half day each month in each of 4 hospitals to provide on site consultation to junior faculty who have questions or concerns about their academic progress or about preparation of their C.V.s.

A faculty development seminar was held at Massachusetts General Hospital, titled "Academic Advancement and Promotion." Audience Members, composed mostly of Instructors and Fellows, had many questions about the process and criteria for promotion at Harvard Medical School.

In 1999 Dean Joseph Martin and the CEO's of Partners and CareGroup each agreed to provide \$150,000 each for three years to fund a competitive research grant program on women's health issues. Men and women may apply, but there must be collaboration across at least two of the different institutions in the CoE contract. 8 grants of \$45,000 each were awarded in 1999 and a similar number is expected to be awarded in the fall of 2000. The Research Subcommittee of the CoE has administered this program and selected the awardees. It is anticipated that this additional support will help to further the research careers of more women on the academic ladder.

At the May 18, 2000 meeting of the CoE Academic Leadership Subcommittee, Dr. Winfred Williams, Director of the Office of Multicultural Affairs at the Massachusetts General Hospital, gave a presentation focusing on minority house officer recruitment problems and on the efforts that have been made at the MGH

and at the HMS to increase the numbers of minority candidates in the pipeline. He also described the MGH's efforts to retain minority house officers.

Childcare provisions at Harvard Medical School and affiliated institutions were discussed at the March 15, 2000 meeting of the Faculty Council. She provides a Family Resource Handbook, Parenting Workshops, and Eldercare Workshops and Support Groups. In addition, she provides referrals to pregnancy/postpartum resources, information on legal and tax issues for childcare consumers, referral to teen programs, and information regarding school and summer camp options. With the Joint Committee on the Status of Women, her Office helps to maintain three breastfeeding rooms, equipped with pumps, on the Quad. Finally, the Office facilitates a Harvard contract with Parents in a Pinch, a private agency that provides back-up childcare and adult companion care.

On March 21, 2000, a meeting of the Women in Academic Medicine at MGH was held with Dr. Nancy Tarbell, Professor of Radiation Oncology and Director of the Office of Women's Affairs at MGH. Dr. Schiff presented his annual report of the Back-Up Child Care Center, and plans were discussed for putting into place a subcommittee to explore provision of onsite day care at MGH. A day care center exists at MGH East in Charlestown, but none exists within MGH itself.

Authorship Guidelines: The Faculty Council approved the recommendation of a Subcommittee to adopt a new set of Authorship Guidelines to clarify, primarily for junior faculty but also for senior faculty, the negotiations that were considered optimal for determination of authorship in jointly prepared manuscripts. These guidelines have now been distributed to

15,000 faculty, trainees, and students. This effort has helped to meet another of the CoE Academic Leadership Subcommittee's goals to assist junior female faculty in avoiding confrontations that deflect them from their goal of an academic career.

Researchers' Rights and Responsibilities re: Use of Research Ideas and Data: At the March 15, 2000 meeting of the Faculty Council affiliated with the Harvard University CoE, Linda Wilcox, Ombudsperson, presented on Researchers' Right and Responsibilities. Highlighted were the dilemmas faced by young investigators about use of the research materials and findings as well as inclusion in the authorship listing, particularly when the investigator leaves the laboratory. These issues are critical to the academic progression of trainees and junior faculty. It was agreed that these issues should be discussed early in any collaboration. The Faculty Council recommended that a subcommittee be established to draw up a set of guidelines for the Faculty of Medicine similar to those already adopted for Authorship.

A Women's Health Task Force was initiated at the Brigham and Women's Hospital and chaired by a member of the BWH Board of Trustees. The first town meetings were held on May 1 and May 18, 2000. Membership includes several of the women on the CoE Academic Leadership Subcommittee, i.e., Joanne Manson, Carol Nadelson, and Eleanor Shore, as well as members of other CoE Subcommittees. Among the concerns being addressed by this Task Force is the number of women leaders and faculty at the BWH.

Departmental salary equity studies have been requested by the Dean and the CEOs of the institutions participating in the HMS COE. The audit reports are to be received by the Dean's Office and the Offices of the Presidents of the appropriate institutions.

Dr. Eleanor Shore, CoE Leadership Director, and Dr. Mortimer Litt, Associate Dean for Educational Programs in the Faculty of Medicine, gave a presentation to the Executive Dean for Administration and representatives of the Information Technology and Faculty Services Offices as to the results of meetings with more than 40 Department Heads regarding the anticipated benefits of the computerized Annual Report and C.V. Project. As noted before, this tool is anticipated to make annual career conferences easier to accomplish for women. More advice from Department and Division Heads about directions junior faculty should take to strengthen their academic careers is one of the goals of the Academic Leadership Subcommittee of the CoE.

◆ University of Illinois at Chicago

Contact: University of Illinois at Chicago Center of Excellence,
312-413-1924

Internet: <http://www.uic.edu/orgs/womenshealth/>

The CoE co-sponsored a Chicago meeting of the Association of Women in Science. The topic was "Managing Career and Family Issues." Three successful scientists presented.

◆ Indiana University School of Medicine

Contact: Indiana University Center of Excellence, 317-630-2243

Internet: <http://www.iupui.edu/~womenhlt/>

Dr. Lynda Means, Assistant Dean and Professor of Anesthesiology and Pediatrics, a partner of the Indiana University CoE, has initiated a regular series of "brown bag" lunches for faculty during which topics such as promotion and tenure, research, clinical trials, grantsmanship, coping strategies, *etc.*, are discussed. Dr. Means organized and led this year's School of Medicine orientation for new faculty members, which included over 50 attendees and covered topics such as Promotion and Tenure,

Research, Curricular Reform, etc. She also distributed a new Faculty Survival Handbook that she designed.

Dr. Lynda Means is organizing the academic year 2000-2001 Workshop on Faculty Leadership, targeted primarily to junior faculty members. Topics include information on what it takes to succeed in academic medicine, promotion and tenure, how to find or become a mentor, how to juggle all the activities necessary for success, how to handle criticism, competition, etc.

◆ Magee Womens Hospital

Contact: Magee Womens Hospital Center of Excellence,
412-641- 4450

Internet: <http://www.mwri.magee.edu>

In 1998, the Task Force on Women in Academic Medicine, an affiliate of the Magee-Women's Hospital CoE, was established to determine gender-related obstacles to leadership roles for women within the University of Pittsburgh School of Medicine. Through analysis, this task force has been able to make conclusions about the current system and recommendations for improving gender inequities.

The Center for Excellence endorsed female candidates for open positions in the University of Pittsburgh Physicians, a historically male organization.

◆ University of Michigan Health System

Contact: University of Michigan Center of Excellence,
734-763-0984

Internet: <http://www.med.umich.edu/whrc/ctr.excel.html>

Jayne Thorson, Ph.D., Assistant Dean for Faculty Affairs in the Medical School, and a strong advocate and role model for the

University of Michigan CoE and for women working throughout the University, has helped reinforce the Women's Academic Leadership Plan. This plan consists of ongoing workshops/seminars, faculty women's morning seminars, and special projects to promote the careers of women faculty in the Medical School and to achieve equity in faculty promotions and salaries.

— Special Projects:

- Development and dissemination of a Directory of Faculty Women
- Analyses of the promotion rates of instructional track faculty by gender
- Development of curriculum via guidelines, posted on a web site. These guidelines were developed to assist faculty members in compiling their curriculum vitae. The guidelines have been made available to all faculty members on the world wide web at <http://www.med.umich.edu/medschool/faculty/cvguidlines.html>
- Documentation of University policies on maternity and dependent care leaves and preparation of the *Maternity and Dependent Care Handbook*. The handbook was issued in March 1999.

— Workshops/Seminars:

- Faculty Women's Career Development Seminar

The seminar "Gender Differences in Communication and Leadership" featuring Dr. Pat Heim, President of The Heim Group and a nationally recognized expert in the areas of gender issues in the workplace, was held October 6 1998.

Instructional, clinical, and research track faculty women were invited to attend this seminar. Heim discussed how communication styles affect who gets heard, who gets credit, and what gets done at work. In addition, she will review how teamwork is different for men and women and understanding how gender differences affect successful leadership.

- Dr. Phyllis Mindell, President of Well-Read, led an intensive workshop on “How to Give a Good Scientific Presentation.” Junior instructional track faculty women were invited to attend.
- Page S. Morahan, Ph.D., Director of the National Center of Leadership in Academic Medicine, CoE Leadership Director at the MCP Hahnemann University, and Co-Director of the Hedwig van Amerigen Executive Leadership in Academic Medicine (ELAM) Program for Women, presented two workshops on May 14, 1999, *Strategic Career Planning for Junior Faculty: How to Hit the Ground Running and Stay the Course* and *Career Reflections for Seasoned Faculty: Re-Evaluate, RE-Focus, Renew*. All Faculty women in the instructional, clinical, and research tracks were invited to attend.
- The Dean’s Office, under the project leadership of Dr. Jayne Thorson has sponsored a reception each year of the CoE contract to congratulate the newly promoted senior faculty women. Senior faculty women from the instructional, clinical, and research tracks were invited to attend.
- Promotions were the topic at the June 11, June 18, and June 25, 1999 morning seminars. Discussion included overview of the Instructional, Clinical, and Research Tracks; Promotion Criteria; Promotion Process and Timeline; and Questions. Flyers were mailed to all faculty women.

◆ MCP Hahnemann University

Contact: MCP Hahnemann Center of Excellence, 215-842-7041

Internet: <http://www.mcphu.edu/institutes/iwh/coe.htm>, <http://www.mcphu.edu/institutes/iwh/ourhealth/home.htm>

MCP Hahnemann maintained the Hedwig van Ameringen Executive Leadership in Academic Medicine (ELAM) Program for Women in the Institute for Women's Health. Fall and spring sessions of the ELAM program are held annually and the female faculty is invited to attend one component of each sessions. These components include workshops on Gender and Leadership and Effective Communication Skills for Women; a panel of women deans of medical schools; and other special event programming.

MCP Hahnemann has had eight women faculty as ELAM Fellows. Overall in the six classes, ELAM has had more than 200 Fellows from 94 medical and dental schools. Several recent, related activities are:

- Page S. Morahan, Ph.D., MCP Hahnemann; Mary Lou Voytko, Ph.D., Wake Forest University; Stephanie Abbuhl, M.D., Indiana University; Diane W. Wara, M.D., University of California San Francisco; Jayne Thorson, Ph.D., The University of Michigan; and Carolyn Cotsonas, J.D., submitted an article in June 2000 to *Academic Medicine*, “Ensuring the Success of Women Faculty at Academic Medical Centers – Lessons Learned from the National Centers of Excellence in Women's Health.” The article summarizes a study of the leadership programs at seven schools of medicine with CoEs.
- Also, as part of the ELAM Program's evaluation efforts, Dr. Morahan has begun to focus attention on developing processes for the evaluation of outcomes and the impact of leadership

development on participants and their institutions.

In 1998, the United States Public Health Service's Office on Women's Health awarded MCP Hahnemann a contract to become a National Center of Leadership in Academic Medicine. The leadership plan that was proposed to gain this contract contains five main goals. MCP Hahnemann expects to reach these goals in the next five to ten years.

- Increase the percentage of women faculty at the Associate Professor rank in SOM, which is currently at 22%, to 25%.
- Increase the percentage of women at the full professor rank from 14% to 28%.
- Establish equality in the promotion rate between men and women.
- Rank consistently among the top 10% of medical schools in the numbers of women in top positions.
- Continue the institutions reputation as a leading edge institution for both leadership development of women and the advancement of a diverse faculty. This goal will be achieved through various publications, consultations, and presentations.

◆ University of Pennsylvania

Contact: University of Pennsylvania Center of Excellence,
215-573-3569

Internet: <http://www.obgyn.upenn.edu/cewh/>

In response to requests from the CoE, the Office of Faculty Affairs performed a salary equity review in 1997, which examined total compensation by gender, faculty rank and duration of service in rank for each academic unit in the School of Medicine.

The results of these surveys were submitted to the Dean of the School of Medicine and C.E.O of the Health System and have been used in his annual review of academic units in order to correct variances and monitor salary equity in the School of Medicine.

The CoE established a mentorship for female faculty with an initial grant of \$107,000 from the Medical Center. This funding has been renewed for a second year. Using these resources a comprehensive mentoring strategy was created and implemented under the leadership of Stephanie Abbuhl, M.D. The leadership conference members are collaborating and planning for the development of a database.

The Leadership Mentoring Program has begun to establish a database to monitor the status of women faculty at Penn. The Fall 1998 rosters of faculty have been reviewed and the benchmarks that are planned to undergo monitoring are the percentage of women faculty by department, distribution of women at the assistant, associate and full professor rank, women in leadership positions, and promotion outcome. This data will be compared with the national data supplied by the AAMC and trends in the school and in departments will be noted.

The first annual conference for women medical faculty was held on November 13, 1998. The conference drew over 65 women faculty to the Sugarloaf Conference Center, Stephanie Abbuhl, M.D. welcomed conference participants and gave an overview of the Leadership Mentoring Program and its goals for the academic year. She provided updated statistics on the status of women medical faculty at Penn and at peer institutions, as well as detailed information about the promotion process. She encouraged the women to participate in the many activities planned for the year.

Four nationally recognized leaders in academic success for women in medicine provided the keynote address and three concurrent workshops. The keynote speaker was Leah Dickstein, M.D., M.A., past president of the American Medical Women's Association. After the keynote address, conference attendees chose morning and afternoon workshops from three options: "Time Management and Organization," led by Dr. Dickstein; "Conflict Management," led by Cathy Siders, Ph.D, and "Strategic Career Planning and Promotion," led by Page Morahan, Ph.D. During lunch, a panel of department chairs answered questions posed by women faculty about the medical school's aid in advancing women.

Two different monthly seminar series, and "Issues in Women's Health" lunch series and monthly "Mentoring Seminars," are in place. The "Issue's in Women's Health" lunch series provide an opportunity for faculty to present their basic science and/or clinical research related to women's health. These seminars are an excellent way for junior faculty to learn about research activities, develop their own ideas, find potential partners in their own work and refine their presentation skills. The lunch series is advertised throughout the medical school and in a number of schools in the main campus and attendance is open to all interested faculty, staff, and students. The monthly "Mentoring Seminars" cover a selection of topics that are selected based upon the results of the evaluation survey conducted in conjunction with the "Successful Academic Strategies for Women in Medicine" conference in November 1998. In addition to providing all women with the annual seminar schedule, reminders are sent to all women medical faculty each month.

A work-satisfaction and fact finding survey is in progress. The data developed from this survey will allow a comparison of

attitudes and concerns between male and female medical faculty, development of base-line data on the perceived mentoring and support needs of junior medical faculty. Qualitative interviews with a sample of junior faculty to elicit in depth evaluations regarding career satisfaction, experiences with mentoring, issues regarding balance of work and family, other professional issues will be summarized. The results of the analysis will be shared with all of the Department Chairs and Division Chiefs and will provide a quantitative assessment of the prevalence of barriers and facilitating factors that affect academic progress. These results will also enable the Leadership Mentoring Program to plan seminars, workshops, and next year's conference to closely meet the needs indicated by women faculty.

In 1999, Cathy Siders, Ph.D, an associate of the University of Pennsylvania CoE, conducted in-depth institutional analysis to assess the School of Medicine's structural and cultural strengths and weaknesses in terms of supporting the academic success of women medical faculty.

Recruitment has begun for the "Mentoring Advisory Committee." The role of the Committee is to provide direction and oversight for the Leadership Mentoring program. Its primary role is to guide and monitor the overall efforts and specific activities of the program. To fulfill this role, the Committee will set the agenda for the program's annual activities, direct the collection and analysis of data on hiring and promotion of women medical faculty, and issue annual reports on both the accomplishments of the Program and also the progress made in hiring, retention and promotion of women medical faculty. The Committee will meet approximately eight times each year. The first meeting of each year will be a two-hour breakfast meeting and subsequent meetings will be one-and-one-half hours on dates and times to be determined by the Committee. It is anticipated

that though much of the work of the committee will be done as a “committee of the whole,” there will be occasional sub-committee tasks as necessitated by the Committee’s work plan for each year.

- ◆ Tulane and Xavier Universities of Louisiana
Contact: Tulane Xavier Center of Excellence, 504-988-6269
Internet: <http://www.tulane.edu/~tuxcoe/>

A database was developed including faculty names, ranks, tracks (tenure/d, research, clinical), departments, mailing addresses, e-mail addresses, and gender information. The database is sortable by these elements and can be used to generate mailing lists and develop reports as needed. A women’s faculty list server is under development by the TUXCoE.

In an effort to evaluate and increase representation by women faculty members on medical school committees, TUXCoE conducted a poll to determine their level of interest. A list of interested women faculty members was compiled and presented to the Nominating Committee (the committee that nominates faculty for committee membership). As a result of this, the most recent ballot for elected committee memberships was comprised of 48% women, and women were 59% of members elected.

A mini-retreat was arranged for senior women leaders of the TUXCoE.

The Women’s Center Research Seminar series was established to showcase the research activities of our talented women faculty. This monthly seminar series also hosts general talks on Women’s Health. This helps to provide visibility for the Women’s Center in the Medical Center.

A Women Faculty Mentoring Program was established by the TUXCoE featuring one-on-one junior/senior women faculty

pairing. Participants in this program were identified through a questionnaire. The program also includes a list of senior women faculty mentors with specific areas of expertise who are available for consultation with junior faculty women as needed. A Mentoring Subcommittee of the Leadership Advisory Committee will hold a follow-up meeting with each mentee to determine if this program meets their needs.

A Networking Program was established for senior women faculty upon the realization that there was a deficit at the Medical School with respect to mentoring of senior women faculty. The venue for this program is a monthly luncheon session. The initial sessions allowed participants to get to know one another, and topics of discussion were developed for subsequent sessions (e.g. "My Five Year Goals and What I Need To Achieve Them", and "Strategies for Recruiting Female Faculty and Chairs"). This program, affiliated with the TUXCoE, has been highly successful. 75 - 80% of the women full professors participate, and junior women faculty members are asking to be included.

A meeting with Carla Fishman, executive director of Research Administration and Technology Development, was arranged by the TUXCoE to discuss potential interactions between senior women faculty and women in senior administrative posts.

- ◆ Wake Forest University Baptist Medical Center
Contact: Wake Forest Center of Excellence, 336-713-4220
Internet: <http://www.wfubmc.edu/women>

The Center of Excellence was recently awarded a block grant from the Wake Forest University Baptist Medical Center. This award will allow the CoE to channel some funds into promoting leadership opportunities for women by recruiting three female clinicians to build their research strengths in the areas of

cardiovascular disease, breast cancer, and osteoporosis, support a pilot research of junior faculty in the women's health area, support post-doctoral scholars in women's health in order to apply for nationally funded training grants, and provide leadership services to recruit and retain female healthcare providers in the Medical Center.

The Leadership Program initiated a Junior Women Faculty Mentoring Program in November 1999 to pair junior women faculty with senior faculty members. Twenty-four junior faculty and 33 senior faculty have responded to an interest questionnaire. The committee is now in the process of identifying potential mentor-mentee pairs based on the needs of the junior faculty and skills of the senior faculty. The Committee also developed a *Mentoring Reference Manual* and *Mentee Reference Manual* for participants to guide them in their mentoring relationship.

The Leadership Program held "Women in The Academic Elite: A Panel Discussion with Women Leaders in Academic Medicine" on Thursday, February 17 in the Sticht Center Auditorium. A total of 47 women faculty and senior level executives attended the event. Panelists included Joanne Conroy, M.D., Chair of the Department of Anesthesiology at the Medical University of South Carolina, Sharon Turner, D.D.S., J.D., Dean of the School of Dentistry at Oregon Health Sciences University, and Page Morahan, Ph.D., Associate Provost for Faculty Affairs at MCP Hahnemann University, and Director of the ELAM Program. These leaders discussed their career path, decisions and sacrifices made along the way and offered advice on how to become a leader in academic medicine.

The Leadership Program presented "Skills for Success: A Professional Development Workshop for Women Faculty and

Senior Executives” on Saturday, April 29 from 8 am - 2 pm in the Sticht Center Auditorium. Forty-three women from the Medical Center, Winston-Salem State University and Salem College attended the workshop. Dr. Michael Lord, Assistant Professor of the Babcock School of Management of Wake Forest University, discussed strategic career planning and Dr. Jayne Thorson, Assistant Dean for Faculty Affairs of the University of Michigan, presented workshops on conflict management and negotiating skills. The day was highlighted with a keynote luncheon address from Dr. Deborah Powell, Executive Dean and Vice Chancellor for Clinical Affairs of the University of Kansas Medical Center, who discussed her career path to her current leadership position. Participants enjoyed meeting other women in their profession, conference content and stated they looked forward to future activities of the WHCoE Leadership Program.

The Leadership Program co-presented with the Department of Psychology, Dr. Linda Austin, Professor of Psychiatry and Associate Dean of Public Education at the Medical University of South Carolina-Charleston. She discussed “Brave Ambition: The Feminine Psychology of Achievement” to 41 attendees.

“Promotions and Tenure: The Inside Scoop, A Seminar for Women Faculty and Senior Executives” was presented by the Leadership Program on Friday, June 9 in the Sticht Center Auditorium. Twenty-one attendees learned how prepare for promotion by listening to personal stories of their WFUBMC women colleagues.

In Fall 1998, an official leadership program was established in order to serve as a mechanism to further the advancement of women in leadership positions within all aspects of the academic institutions. This program offers a variety of activities:

- Women faculty from every department in the medical school and hospital have been appointed to act as a liaison to the Leadership Committee, where they will be able to voice concerns and provide general information to their departments and the committee.
 - A mentoring program is being developed in which all junior women faculty will be paired with a senior faculty mentor in order to discuss career issues.
 - In 1999, the first Leadership Luncheon was held for women faculty. Approximately 60 women attended. Richie Zwiegenhaft, Ph.D. spoke on “Women in the Power Elite.”
 - Wake Forest is in the process of coordinating a leadership conference in the spring of 2000. The conference will have workshops on self-promotion, negotiating skills, conflict management, and strategic planning. A keynote speaker will follow these workshops.
 - Wake Forest is planning a women leadership panel, which will be held in February 2000 for approximately two hours. The members of the panel will be comprised of female academic leaders. They will discuss the “glass ceiling” and other issues of advancement.
- ◆ University of Washington, Seattle
Contact: UW Center for Excellence, 206-598-8991
Internet: <http://depts.washington.edu/uw98coe>

The Research Director, Marcia Killien, led a seminar for UW campus faculty women on gender/sexual harassment in the workplace.

The CoE Center Director met with Sutapa Basu, the Director of Imogene Cunningham Women's Center, to discuss collaborations regarding leadership initiatives for minority faculty women.

The CoE Center Director attended SoM Dean's Standing Committee on Issues of Faculty Women where the upcoming Junior Faculty Development Seminar was discussed.

As requested by the CoE, the salary equity study is expected to be completed by the end of the year 2000.

The CoE sponsors a Women's Leadership Book Club. Members read and discuss books dealing with the advancement of women. For example, Virginia Valian's *Why So Slow* was discussed at the May 6, 2000 meeting.

The University of Washington, Seattle, sponsors a mentoring program for women faculty affiliated with the UW CoE. In March 2000, a leadership retreat was held. Service Initiative was discussed at length and UWMC's commitment to this topic was renewed.

The UW Center of Excellence co-sponsored a workshop by the Northwest Center for Research on Women entitled "Transitions." The workshop was aimed at junior faculty.

The CoE and the UW Women's Health Alliance co-sponsored a talk by Karen Holbrook, Senior Vice President for Academic Affairs and Provost at the University of Georgia, entitled "Women in Basic and Clinical Sciences: Are Glass Ceiling Issues Different?"

The UW School of Medicine Committee on Issues of Faculty Women presented a junior faculty development seminar.

The Center for Women in Science and Engineering (WISE), affiliated with the University of Washington CoE, presented the Tenth Annual Women in Science and Engineering Conference held at the University of Washington, Seattle. Sessions were held on “Career Pathways in Engineering,” “Career Pathways in Science,” “The Moral of the Story: Ethical Dilemmas,” “Developing Networking Skills: Workshop,” “Creating Your Own Pathway: Women Owned Businesses,” “Taking a Leadership Role: Students in Actions,” “Finding What Works for You: Workplace Options,” “Building Women’s Networks in the Workplace,” and “Successfully Navigating Your Academic Path.” A career information fair was also held. The conference was targeted at high school students, college students, faculty, staff, and professionals.

- ◆ University of Wisconsin-Madison
Contact: University of Wisconsin Center of Excellence,
608-267-5566
Internet: <http://www.womenshealth.wisc.edu/>

The UW Gender Climate Research Survey report, synthesized from data collected in '98 -'99, has been disseminated to Deans, university and medical school committees, minority groups and numerous other groups on campus and has been presented at the UW Medical School Leadership Retreat. A manuscript, entitled *Results of a Gender-Climate and Work-Environment Survey at a Midwest Academic Health Center* has been published in Academic Medicine 2000 June; 75(6):653-660. Several CoE faculty members spearheaded this work.

The UW CoE collaborated to develop a Gender Climate video, aimed at educating medical students and faculty. The video has been completed and a ten-page Facilitator’s Guide has been

prepared which includes pre-tests and post-tests and a resource list and attitudes towards the gender climate in medicine, bibliography, and Next Step Resources. Several viewings have been scheduled including the University Committee on Women, and the Women's Caucus of the Department of Medicine.

Dr. Carnes held a networking reception for all new women faculty within U.W. Department of Medicine (Internal, Emergency, Pulmonary, Geriatrics) and Pamela Douglas, the new Section Head of Cardiovascular Medicine.

Center Co-Director, Dr. Gloria Sarto, received an appointment as Special Assistant to the Dean of the Medical School for Gender Issues. This appointment is to facilitate institutionalizing U.W.'s commitment to gender equity and enhancement by: advancing the Medical School Diversity Plan; advising the Dean and Chairs on issues pertaining to gender climate; providing leadership for the First Fridays program and the Faculty Development Seminar Series; and serving as a member of the Faculty Equity and Diversity Committee.

CoE Director, Molly Carnes, MD was appointed Director of the U.W. Women Faculty Mentoring Program. She sponsored four brown bag luncheons, an orientation program and matched many junior faculty members with mentors. As a member of U.W.'s University Committee on Women, Dr. Carnes participated in the development of a brochure, now distributed campus wide, on how to respond if approached with a complaint of sexual harassment. Dr. Carnes is also on a subcommittee developing a seminar for improving the climate in research laboratories to enhance productivity.

Dr. Carnes participated in National CoE and American Association of Medical Colleges sessions on strategies for advancing women in medicine.

A national presentation at the Society for General Internal Medicine by junior women faculty on Oral Contraception resulted in an invitation to publish in the Annals of Internal Medicine. This work was supported in part by the UW CoE.

CoE faculty member, Gloria Hawkins, Ph.D., Assistant Dean for Minority Affairs in the medical school, is the recipient of the 2000 U.W. – Madison System Women of Color Leadership Award. Dr. Hawkins' special interests are pipeline issues, and retention of students and faculty from underrepresented groups.

The First Fridays Women's Breakfast Network, a monthly development and networking meeting for all women faculty and academic staff in the Medical School, was started in 1997 by CoE faculty member, Dr. Judith Leavitt. This program meets for breakfast the first Friday of each month during the academic year, and has proven very successful. Examples of some of the topics are; "The Strategic Use of Humor by Women in Academic Medicine"; "Conflict Resolution and Survival Strategies for Junior Faculty"; and "Walking with the Boys."

The UW CoE has worked in partnership with the Wisconsin Women's Health Foundation to develop the WWHF Research Grant Program and the Dr. Judith Stitt Woman Faculty Scholar program in memory of the late UW CoE Clinical Director who died this past year. This award is to be made to a junior faculty member (assistant professor or assistant scientist) to support her development as a leader in women's health research. Dr. Carnes led the Scientific Advisory Board through the review process of a number of worthy applicants and the first scholar has been named, Dr. Linda M. Sabitini, PhD. The Wisconsin Women's Research Grant for the year 2000 has been awarded to Beth L. Rodgers, PhD, RN. The goal of this grant is to improve the

health of Wisconsin Women by supporting new or existing research in women's health.

The UW Chancellor's Sesquicentennial Hiring Initiative approved three new faculty hires in Women's Health Research/Biology of Sex and Gender Differences. Drs. Carnes and Schuler, of the UW CoE, developed the proposal and are co-chairs of the search committee.

◆ Yale University

Contact: Yale Center of Excellence, 203-688-5180

Internet: <http://info.med.yale.edu/womenshealth/>

The Office of Women in Medicine promotes the advancement of women in both the professional and academic arenas. The Director of the Office of Women in Medicine, an affiliate of the Yale University CoE, meets weekly with the Deputy Dean of Scientific and Academic Affairs, and the Associate Dean of Faculty and Academic Affairs to chart the progress of the women in the School of Medicine. The Director of the Office of Women in Medicine also meets annually with department chairs to discuss and aid in the progress of individual women within each department. At the beginning of each academic year the Office of Women in Medicine sends a letter greeting all female faculty. The letter includes information about orientations specifically held for female faculty, monthly workshops, seminars on developing academic career strategies, mentorship opportunities, research presentations, and any other information that may be of interest.

The Committee on the Status of Women serves as an advisory committee to the Office of Women in Medicine. The purpose of the Committee on the Status of Women is to assess the status of women within the School of Medicine. During the 1999-2000 academic year, this committee worked with the Office of the

Dean and the Office of the Provost to “refine and expand the analysis of faculty salaries through the use of a statistical model developed by the University’s Office of Institutional Research.” The model and the examination have helped in realizing Yale’s commitment to fairness in faculty salaries.

Yale sponsors an email mentoring program in which female undergraduates interested in academic medicine are matched with women faculty from the School of Medicine. The program, affiliated with the Yale University CoE, began as the pilot “Mentor-Net program” in December 1998. The program was developed in order to address the undergraduate need to speak with female physicians and scientists in order to help discuss issues such as planning career paths and maintaining a balance between their family and their career.

Yale has also begun to develop new strategies for recruiting female faculty. These strategies include expanding faculty searches by informing the Association of American Medical College’s Women Liaison Officers, the Women in Medicine Specialty Societies, and other institutions of open faculty positions, requiring search committees to send a letter to the Office for Women in Medicine and the Office of Multicultural Affairs, affiliated with the Yale University CoE, of requests for faculty positions that have been approved, and by having search committees that are comprised of a large number of women faculty.

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DECEMBER 2000**

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- Harvard University, Boston, MA, Phone: 617-732-8798,
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- University of Illinois at Chicago, Chicago, IL, Phone:
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www.uic.edu/orgs/womenshealth/index.html
- Indiana University School of Medicine, Indianapolis, IN, Phone:
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- Magee Womens Hospital, Pittsburgh, PA, Phone:
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- MCP Hahnemann University, Philadelphia, PA,
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**OFFICE ON WOMEN'S HEALTH,
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES**

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